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Midcareer Course No. 4017 March - 19 April 1974Course Report

Course 40 continued the trend of recent classes-- younger and quick to join together as a lively, cohesive and inquisitive group. The latter factor was evident in the two "ice-breaker" exercises during the first week. We combined the two team exercises used with Class 39 into one, and added "the organization game." The Course continued to follow the pattern of three phases, covering the Agency, the Intelligence Community, and World Affairs. All phases went smoothly, with the exception of the field trip during Phase II. The class consensus was that the course both met its formal stated objectives and provided an invaluable personal experience. The contribution of the formal program was matched by the wisdom gained from the individual presentations and the informal sharing of experiences and responsibilities.

Statistics

The class was composed of 30 members--9 from the DDO, 7 from the DDI, 7 from the DDM&S, 6 from the DDS&T, and 1 from the ODCI. The average grade was 12.8, with 8-12's, 19-13's, and 3-14's. The average length of service was 10.5 years, with a range of 4 to 17 years. The average age was 35.9, with a range of 28 to 49 years. The average age was the lowest to date, continuing the downward trend of classes 38 and 39.

Major Changes

We combined the separate team exercises dealing with obstacles to a Midcareerist and to the Agency into one. Later in the first week we added "the organization game," a team exercise in restructuring the Agency that has heretofore been used only by the Senior Seminar. Both exercises

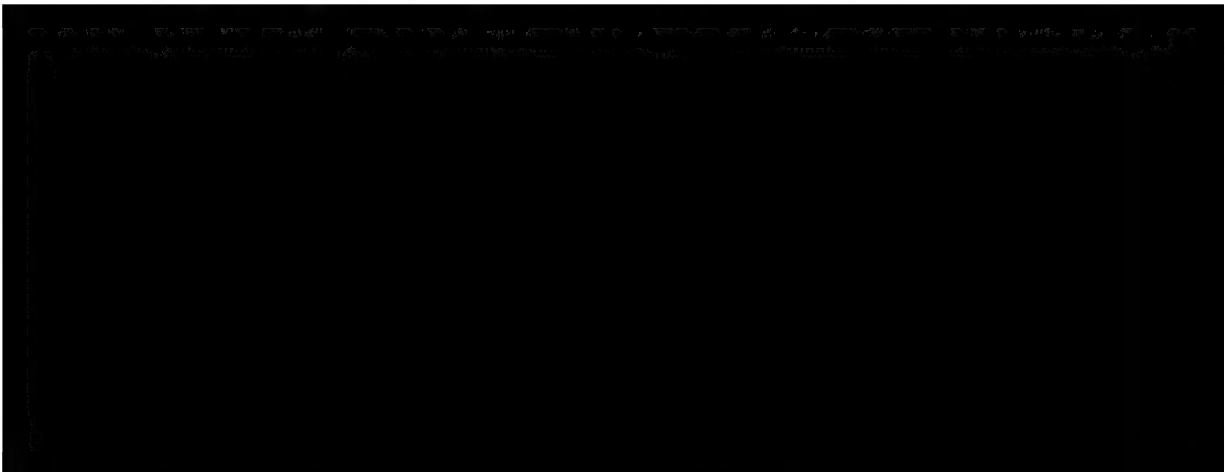
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resulted in lively group interaction and constructive discussion on a wide range of issues and problems. Our one regret was that inclement weather forced Charles [REDACTED] to cancel his presentation on the rationale for the Agency's present configuration following "the organization game."

STATINTL

The first formal presentation in the course was a panel on "The Agency's Image" composed of George Cary, Angus Theurmer and [REDACTED] later opened the evening session at [REDACTED] with a consideration of the Agency in court--particularly timely, as that same day the Agency was summing up the Marchetti case before Judge Bryan. The "image" discussions were moderately successful, with many in the class clearly disturbed by the limited legal protection available to the Agency on protection of security matters and information.

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We were fortunate that the presentation by [REDACTED] "Government and the Media" in the Agency Guest Speaker program fell within our schedule. We arranged for the class and wives to attend, followed by a reception in the Executive Dining Room. All considered this sequence of events stimulating and thoroughly delightful!

STATINTL

New speakers in Phases II and III included Kenneth Kerst from INR (State), [REDACTED] from OCI on US-Soviet relations, Henry Gaffney from DOD on the U.S. and

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Problems

STATINTL The major problem was the field trip. As noted above, the presentations were disappointing--the walk tours at [REDACTED] took us to some interesting facilities, but the cumulative impact was tired feet and too little time at any one place to absorb its particular role. We would recommend that any future trips to these sites be carefully negotiated as to substance (each has the potential to be worth revisiting), and quarters provided nearer to downtown [REDACTED] respectively.

STATINTL Although the participation level remained high throughout the five weeks, many students commented about the difficulty in making the transition from the informality of [REDACTED] in dress, in [REDACTED] scheduled and casual discussions, and through team exercises--to the coat-and-tie and formal lecture/discussion character of the three weeks in the Chamber of Commerce Building and Headquarters area. We recommend exploring methods for sustaining a more relaxed and informal atmosphere during the latter period, including incorporating small group exchanges sometime each week. Such changes should be developed within the context of the program in order to sustain the rhythm of the course.

STATINTL

Summary of Class Reaction

STATINTL The attached evaluations underscore the overall success of the course in meeting its objectives. The participants appreciated the difficulties in maintaining a high level of presentation in scheduling, the problem that is usually compounded by last minute changes in speakers--we had 14 switches plus two [REDACTED] and Gen. Walters) cancellations. We do want to emphasize four concerns that recur in written and oral comments:

1. The importance of the individual presentations as an integral and significant element in making the course a profitable experience.

2. The importance of candor on the part of both speakers and students. This is obvious, yet bears repeating. More specifically, the class argued that more discussion with speakers be promoted at the expense of less formal lecture time. This ties in directly with the final points.

3. Pre-reading on the Agency's organization and functions should be provided. This would reduce the time required for many speakers to delineate the functions of their office and encourage more attention to issues, problems, and open discussion.

4. The class was unanimous in recommending that Mr. Brownman be scheduled for an evening session at [REDACTED]. The give-and-take with him was a highlight of the course, and more time was needed (in spite of the fact that the session at Chamber of Commerce went 30 minutes beyond the time scheduled).

STATINTL

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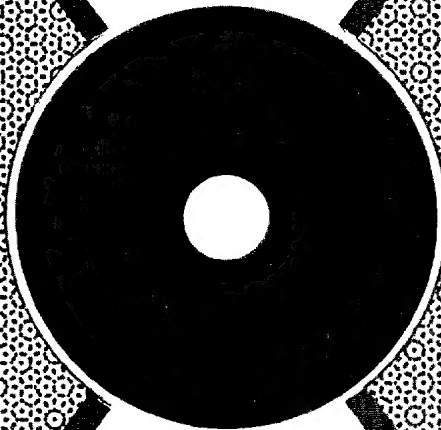
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OFFICE OF TRAINING

MIDCAREER COURSE



SECRET

MIDCAREER COURSE

No. 40

OPENING DAY

DCI Conference Room

PHASE I

THE AGENCY



25X1A

and

Headquarters Area

Opening Day 13 March 1974
Phase I 17 March-5 April 1974

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MIDCAREER COURSE

No. 40

CO-CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2063

25X1A

CO-CHAIRMAN:

[REDACTED]
Room 925, Chamber of Commerce
Extension 2442

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2063

25X1A

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MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of executive development as well as a forum for the exchange of views between senior managers from many components of CIA and Course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

COURSE OBJECTIVES

The objectives of the Midcareer Course are:

1. To broaden your understanding of the Agency as a whole, the Directorates and components other than your own, and issues of current interest and concern to Agency members.
2. To increase your knowledge of other elements of the Intelligence Community.
3. To provide insight into national and international trends and developments that bear on U.S. foreign policy or impinge on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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WEDNESDAY, 13 March 1974
(DCI Conference Room, 7D 64)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	<u>Introduction to the Course</u>	[REDACTED]	25X1A
		Co-Chairman, Midcareer Course, Intelligence Institute	
		[REDACTED]	25X1A
		Co-Chairman, Midcareer Course, Intelligence Institute	
1500	<u>Welcoming Address</u>		
	<u>William E. Colby</u> Director of Central Intelligence		
1530	<u>Special Clearance Briefings</u>	[REDACTED]	25X1A
		Security Officer, OTR	

SUNDAY, 17 March 1974

25X1A	1415	Arrival [REDACTED]	25X1A
25X1A	1515	Welcome [REDACTED] and Security Briefing (Please convene in Classroom 11 -- CR-11)	25X1A
		[REDACTED]	
		Chief, Security, [REDACTED]	25X1A
		[REDACTED]	25X1A
25X1A	1600	Open House [REDACTED]	
	1700	Dinner (normal mess operating hours 1630-1730)	
25X1A	1900-2100	<u>Class convenes at [REDACTED] for informal session and introductions</u>	25X1A

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MONDAY, 18 March 1974

25X1A

PHASE I -- THE AGENCY

We open with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Since most of you have spent your careers in one Directorate, some in one office of division, and even a few in one branch, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0800-0850 Convene in Classroom 11 (CR-11)
 Course Administration

Block I -- Mutual Perceptions:
 The Agency and Us

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. An overview of major international political issues and the impact of technological change provide an appreciation of the complexities of the setting within which we must operate. Finally, those officers primarily concerned with personnel matters will discuss their perceptions of the problems of people in the Agency.

0900-1200 Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts to bear on problems that we have perceived at one time or another. We want to identify and clarify obstacles that intrude upon both individual career development and the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. This exercise should surface and bring into focus concerns about ourselves and the Agency that we may explore throughout the entire five weeks.

Lunch

MONDAY, 18 March 1974
[REDACTED]

25X1A

1300-1330 Group Report

1345-1515 The Agency's "Image": How Others View Us

Angus Thuermer
Assistant to the
Director

George Cary
Legislative Counsel

[REDACTED]
Deputy General
Counsel

25X1A

The problems of staffing the Agency, as well as establishing and carrying out its mission, are significantly affected by how others see us. A panel of senior Agency officials engaged in distinctive ways with the public will discuss the Agency's "Image," and major concerns in dealing with the public, Congress and the press.

25X1A 1900-2100

Evening Session - [REDACTED]

Angus Thuermer
George Cary
[REDACTED]

25X1A

The primary focus in this evening's session will be "CIA in Court." In the context of continuing our focus on "image," the Deputy General Counsel will highlight the changing legal concerns that affect the Agency's operations and security. The other panelists will reflect upon the impact of legal considerations in their areas of responsibility.

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TUESDAY, 19 March 1974

0830-1000	Team Reports (3)	Class and Staff
1015-1145	<u>World Problems: A</u> <u>Perspective</u>	████████████████████ Former Member, Board of National Estimates

25X1A

This presentation will be a broad overview of world problems which confront the U.S. today, and are likely to be of importance in the 70's. While the importance of the bipolar U.S.-Soviet relationship in world affairs continues, we must focus on the other emerging centers of power and the impact of the multipolar world on the U.S. in particular.

LUNCH

1300-1345	Film: "Future Shock" (Theater)
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1400-1530	<u>The Challenge of Change</u> <u>to CIA</u>
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████████████████████
Chief, Information
Science Training
Staff, OTR

25X1A

We are all aware that changes are occurring in the Agency and the world around us. Our speaker will argue that the source and driving force behind these changes is science and technology, and these changes will pose a strong challenge to us as an agency. He will describe some of these changes, look at what additional things are coming down the pike, and relate them to our activities.

DINNER

25X1A

1900-2100	Evening Session- ██████████
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25X1A

During this informal session you will have an opportunity to ask questions of today's speakers.

WEDNESDAY, 20 March 1974
[REDACTED]

25X1A

0830-0930 Individual Presentations

0945-1045 The Agency and Its People

Fred Janney
Director of Personnel

The new Director of Personnel will tell us how we stand since the reductions and offer his views on what the future holds. He will cover other facets of personnel management such as recruiting, career development, personnel actions, fitness reports, minority problems, career services, upward mobility, and interdirectorate and office assignments.

1100-1200 Security in the Agency Today

[REDACTED]
Deputy Director
of Security

25X1A

The problem of keeping classified information secure at Headquarters and overseas is becoming increasingly complex. Here in the US leaks to the press, bomb threats, increased drug incidence among young people, and political radicalism, all affect Agency security. Overseas security is being challenged by more sophisticated opposition. The Deputy Director of Security will discuss the impact of such developments on personnel, technical, and physical security requirements.

Lunch

1300-1330 Individual Presentation

1345-1515 Employee Concerns and the
Organization Response

[REDACTED]
Deputy Director,
Equal Employment
Opportunity Office

25X1A

[REDACTED]
Deputy Chief, Theater
Forces Division, OSR

25X1A

[REDACTED]
Office of Research
and Development

25X1A

WEDNESDAY, 20 March 1974
[REDACTED]

25X1A

On this day in which we involve ourselves with the issues which relate to the people of CIA, we will hear from a panel composed of three officers who have some unique perspectives to offer on these important Agency concerns. One panel member will discuss the issue of the equal employment of women in CIA. Another panel member brings a perspective on Black employment, including some insights into how Blacks feel toward the Agency. A final panel member will discuss his role as a member of the Agency Management Advisory Group (MAG).

Dinner

25X1A 1900-2100 Evening Session -

Fred Janney
[REDACTED]

25X1A

Today's speakers will be available for an informal question and answer period.

THURSDAY, 21 March 1974
[REDACTED]

25X1A

0830-1100 The Organization Game Class and Staff
 (CR-11 and Team Rooms)

The Organization Game is a team exercise designed to familiarize the participants with the new structure of the Agency.

1100-1200 Team Reports Class and Staff
 (CR-11)

The results of the team play are reported to the full group.

Lunch

1300-1400 Team Reports (Continued)

1415-1530 CIA Today

Cancelled

[REDACTED] Chief, Services Staff,
 DDO

25X1A

While the "Organization Game" enables you to assess the Agency organization with your fellow team members, the rationale behind the existing structure often becomes obscured. An Agency officer, who has over the years held a series of high-level managerial positions, will share his views on why the organization is configured as it is today. He will explore with you the forces and concepts which have impinged upon the Agency's structure historically, but will focus particular attention upon more recent changes.

2 Individual Presentations (from Friday morning)

Dinner

1900-2100 An Evening with the
 Director of Training -

Alfonso Rodriguez
Director of Training

25X1A

The Director of Training is at your service this evening. He will speak briefly about the Office of Training and the types of training you can get under its auspices, and then answer your questions on training, career development, and other related matters.

FRIDAY, 22 March 1974
[REDACTED]

25X1A

0830-0930 Individual Presentations

Block II--Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other.

25X1A

~~0945-1100~~

Field [REDACTED] Activities [REDACTED]

Chief, Western Hemisphere Division

25X1A

25X1A

How a typical field [REDACTED] is organized to accomplish its objectives, how it receives and acts on new requirements for both FI and CA activities and how it interacts with headquarters are some of the questions which will be considered by the speaker. He will also describe the relationship of CIA with other US [REDACTED]

25X1A

~~1115-1215~~

~~Individual Presentations~~

Lunch

25X1A

1300

Depart [REDACTED]

SUNDAY, 24 March 1974

[REDACTED]

25X1A

25X1A

1200-1830

Arrive [REDACTED]

25X1A

1630-1730

Mess Hall Open for Dinner

25X1A

1800

[REDACTED] Open

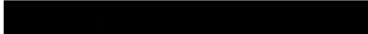
1900-2115

Individual Presentations


MONDAY, 25 March 1974

25X1A

0830-0930 Individual Presentations


0945-1045 The Directorate of  25X1A
Operations -- Plans and Chief, Plans Staff
Objectives

We begin our coverage of the Operations Directorate with a broad overview of trends and developments affecting its missions. Our speaker will address the current state of priorities and objectives, with particular attention given to the impact of recent changes on the Directorate's future role. He will also present the current resource situation and prospects for the future.

1100-1215 The Peoples Republic of  25X1A
China

25X1C

Lunch

1300-1400 The Soviet Union  25X1A

Soviet Bloc Division

Despite the recent trends toward more cordial relations between the USSR and the US. the Soviet Union remains an important rival of the US. A representative of the Soviet Bloc Division will

25X1A

25X1A

MONDAY, 25 March 1974

25X1A



Dinner

1900-2100

An Evening with the Deputy
Director for Operations

William Nelson
Deputy Director for
Operations

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TUESDAY, 26 March 1974
[REDACTED]

25X1C

0830-0900	Discussion	Class and Staff
0900-0930	Individual Presentation	
0945-1015	S + T	<i>John McMahon</i>
0945-1115	The Office of Development	Les Dirks
1030-1200	and Engineering (Arena A)	Director of Development and Engineering

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

~~1130-1200 Individual Presentation~~

Lunch

1300-1400 ELINT Activities
(Arena A)

[REDACTED]
Les Dirks Director of ELINT

25X1A

What is ELINT? A conducted tour around the world of US ELINT facilities, including those of our close allies, will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

1415-1515 The Office of Research
and Development (Arena A)

[REDACTED]
Sayre Stevens
Director of Research and Development

25X1A

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

Dinner

TUESDAY, 26 March 1974
[REDACTED]

25X1A

1900-2100

An Evening with the Associate
Deputy Director for Science
and Technology

John McMahon
~~Donald Steininger~~
Associate Deputy
Director for Science
and Technology

The Associate Deputy Director for Science and Technology will pull it all together, focusing on the whole of the Directorate's mission and organization. He will discuss the contribution science and technology has made to intelligence and the probable impact of future technological developments on the Agency's work.

WEDNESDAY, 27 March 1974
[REDACTED]

25X1A

0830-0930 Discussion Class and Staff

Block III -- Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--scientific, military, economic and political.

0945-1045 The Office of Scientific Karl Weber
 Intelligence (Arena B) Director of
 Scientific
 Intelligence

The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

1100-1200 The Office of Weapons [REDACTED] 25X1A
 Intelligence (Arena B) Deputy Director of
 Weapons Intelligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. The Deputy Director of

25X1B

[REDACTED]
given of actual cases.

Lunch

1300-1400 The National Photographic John Hicks
 Interpretation Center Director, National
 (Arena B) Photographic
 Interpretation
 Center

WEDNESDAY, 27 March 1974
[REDACTED]

25X1A

Although NPIC is predominately a processor, it is closely involved with research and development personnel, collectors and producers. The Center provides a mass of critical information for use in finished intelligence, particularly in support of military intelligence production. The Director of NPIC will discuss the role of his organization in relation with military intelligence in both CIA and the Intelligence Community at large.

1415-1515	<u>The Agency's Responsibility</u> <u>in Strategic Research</u>	<u>Hank Knoche</u> Director of Strategic Research
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The speaker will progress from a broad definition of "strategic intelligence" to a specific consideration of OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will discuss a number of topics, including the following: current research priorities and the effect on these priorities of recent international developments such as arms regulation and improved relations with the USSR and China; the major inputs into OSR's product; and its role in producing national intelligence estimates and net assessments.

Dinner

1900-2100 Evening Session

Karl Weber
[REDACTED]
John Hicks
Hank Knoche

25X1A

THURSDAY, 28 March 1974
[REDACTED]

25X1A

0830-0930 Individual Presentations

0945-1045 The Agency's Role in
Current Intelligence

[REDACTED]
Deputy Director of
Current Intelligence

25X1A

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Deputy Director of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

1100-1200 A New Emphasis on Economic
Research

Maurice Ernst
Director of Economic
Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy maker's interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

Lunch

1300-1415 Processing Intelligence:
The Role of Central
Reference Service

Harry Eisenbeiss
Director of Central
Reference

The Central Reference Service provides a set of utilities in support of intelligence production and operations. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval efforts to improve the system and your abilities to use or modify it.

1430-1500 Individual Presentation

25X1A

1730

Reception - [REDACTED]

THURSDAY, 28 March 1974

25X1A

[REDACTED]

1900-2100

An Evening with the
Deputy Director for
Intelligence [REDACTED]

Edward Proctor
Deputy Director
for Intelligence

25X1A

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MONDAY, 1 April 1974
(Chamber of Commerce Building)

0830-0900 Admin Time

0915-1015 Discussion

1030-1130 The Office of Political
Research

Ramsey Forbush
Director of Political
Research

This office was created primarily to conduct political and interdisciplinary research in depth, rather than current intelligence about which we will hear more later today. The Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.

Lunch

1315-1415 The National Intelligence
Officers

George A. Carver
Deputy to the DCI for
National Intelligence
Officers

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

1430-1530 Meeting Consumers Needs

Office of Current
Intelligence

25X1A

As the needs of our consumers for analytic products change, we must be prepared to develop and use new and different methodologies. Our speaker will describe the techniques now in use throughout the Community and why they have or have not been successful.

TUESDAY, 2 April 1974

25X1A

[REDACTED] Chamber of Commerce Building)

BLOCK IV SUPPORT TO THE INTELLIGENCE PROCESS

Intelligence collection, processing and production require a variety of support mechanism. During the next three days you will hear about some of these activities and visit several support facilities. Budget preparation, data handling machines, communications equipment, technical hardware for operational use and logistic support will be explained and related to the carrying out of the Agency's mission.

0745 Bus Leaves from Chamber of Commerce Building, to Building [REDACTED] Entrance)

25X1A

0830-1130 The Imagery Analysis Service George Allen
Director, Imagery Analysis Service

The Director will discuss the role of IAS in support of intelligence production and operations components of CIA focusing particular attention upon the support provided to on going disarmament talks--SALT and MBFR. You will then have an opportunity to visit individual components and talk informally with the PI analysts.

25X1A 1130 Lunch [REDACTED] Cafeteria)

1230 Bus to Chamber of Commerce Building

1315-1530 The Role of the Office of the Comptroller in Budgeting, Management and Planning [REDACTED] Office of the Comptroller

25X1A

You have heard that the Agency and each one of us is expected to "do more with less." Our speakers will explain what the resource picture is now and what tighter resources will mean to the Agency as a whole. They will also discuss the Agency budgeting processes--what they are now and how they operate--and discuss current planning, budgetary and management practices.

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25X1A

TUESDAY, 2 April 1974

[REDACTED] Chamber of Commerce Building)

1545-1645

The Role of Computers
in CIA

Harry Fitzwater
Director of Joint
Computer Support


The computer is here in the Agency to stay--as an information processor, as an analytical tool and as an assistant to managers and management. The Director of Joint Computer Support will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his Office. He will also describe some existing computer programs and how OJCS can be helpful to you as a potential user of computers.

CONFIDENTIAL

WEDNESDAY, 3 April 1974
(Local Field Trip)

0745	Carpools assemble in front parking lot of Chamber of Commerce Building.	
0800	Depart Chamber of Commerce Building	
0900-1000	<u>Technical Services in Support of Operations</u>	<u>John McMahon</u> Director of Technical Services

The Office of Technical Services primarily provides technical support to operations of the DDO. You will have an overview of these activities and then tour OTS facilities to learn of the kinds of equipment and support which the Office can supply.

1000-1130	<u>Briefings and Tours of Laboratory</u>	<u>OTS Staff</u>
	Buffet Lunch	
1230-1430	<u>Briefings and Tours Continued</u>	<u>OTS Staff</u>
1445-1515	<u>Questions and Answers</u>	
1530	Carpools depart	

25X1A

THURSDAY, 4 April 1974
(Chamber of Commerce Building)

0830-0900	Discussion	Class and Staff
0915-0945	Individual Presentation	
1000-1115	<u>Management and Services Directorate</u>	<u>Harold Brownman</u> Deputy Director for Management and Services

You have now heard about several of the Offices in the DD/M&S. The Deputy Director will take a longer view of the Directorate's role in the Agency. He will survey current issues and problems which confront and concern his Directorate's operations and will discuss management responsibility in a period of shrinking resources and constraints on the services the Directorate provides the Agency and its people.

1130-1230	<u>Financial Operations in the Agency</u>	<u>Tom Yale</u> Director of Finance
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Financial operations within the Agency are complex and must be carefully controlled. Our speaker will present an overview of how the Agency controls its funds. The Office of Finance, like many others in the Agency, has had to reorganize itself in order to do more with less. Our speaker will describe the ways in which it has gone about accomplishing this objective, including simplifying and streamlining procedures and greater use of computers to replace people. He will also discuss the increasing requirement for finance officers to become more versatile and more able to perform generalist tasks in a station.

Lunch

1330-1430	<u>Logistical Support of the Agency's Activities</u>	<u>Francis Van Damm</u> Director of Logistics
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Logistics has changed its emphasis greatly since the winding-down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale [REDACTED] ventures. These changes in emphasis and their effects

25X1A

25X1A

THURSDAY, 4 April 1974
(Chamber of Commerce Building)

will be described for us as they have become part of the "new look" in the logistics field.

1500-1600 Individual Presentations

1600 Evaluation of Phase I Class and Staff

FRIDAY, 5 April 1974

0830-0900

Discussion

Class and Staff

0900-1030

Developments in Agency Communications

Director of
Communications

25X1A

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

1045-1215

Tours: Operations Center and

25X1A

The class will be split into two groups, one visiting the CIA Operations Center (Room 7 F 33) and the other, after introductory remarks in Room 1 E 78, will tour

25X1A

Lunch

1330-1500

Tours Continued. The group which toured the Operations Center this morning will switch with the group which visited [REDACTED]

25X1A

25X1A

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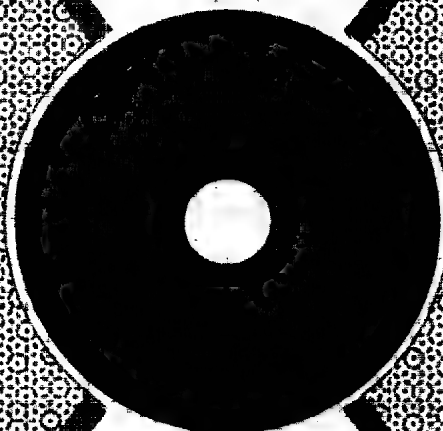
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25X1A

MCC #40

OFFICE OF TRAINING

MIDCAREER COURSE



SECRET

MIDCAREER COURSE

NO. 40

PHASE II

THE INTELLIGENCE COMMUNITY

Chamber of Commerce Building
5-10 April 1974

PHASE III

WORLD AFFAIRS

Chamber of Commerce Building
10-19 April 1974

Field Trip
10-12 April 1974

PHASE II & III

5-19 April 1974

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MIDCAREER COURSE

No. 40

CO-CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2063

25X1A

CO-CHAIRMAN:

[REDACTED]
Room 925, Chamber of Commerce
Extension 2442

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2063

25X1A

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MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of executive development as well as a forum for the exchange of views between senior managers from many components of CIA and Course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

COURSE OBJECTIVES

The objectives of the Midcareer Course are:

1. To broaden your understanding of the Agency as a whole, the Directorates and components other than your own, and issues of current interest and concern to Agency members.
2. To increase your knowledge of other elements of the Intelligence Community.
3. To provide insight into national and international trends and developments that bear on U.S. foreign policy or impinge on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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FRIDAY, 5 April 1974
(Room 1E78 Headquarters Building)

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn now to that amalgam known as the Intelligence Community. Speakers representing most of the other members of the Community will give us insights into the problems they face, both internally and with respect to each other.

1515-1700

The National Security
Council Under the
Nixon Administration



Lieutenant Colonel
Donald Stukel
National Security
Council Staff

The NSC mechanism works differently under every President. Our speaker will tell us how the current system works and how it is evolving, who the personalities involved are and where there are areas of interaction that need improvement. The speaker will give us the White House view on priorities for the immediate future and for the longer range.


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MONDAY, 8 April 1974
(Room 916, Chamber of Commerce Building)

0830-0900	Discussion	Class and Staff	
0900-1000	<u>The Intelligence Community Staff</u>	 Associate Deputy to the DCI for the Intelligence Community	25X1A
		 Staff Director of IC Staff	25X1A

With the Director's additional responsibilities regarding the Community comes a new importance to the DCI's Intelligence Community Staff. Its numbers and makeup have changed to reflect the new thrust. We will hear of its four groups and their missions, functions, and personnel and their relationship to the Agency and other Community members.

1015-1200	<u>The Defense Intelligence Agency</u>	 Deputy Director for Intelligence, DIA	25X1A
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How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.

Lunch

1345-1415	Course Administration	 Midcareer Staff	25X1A
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MONDAY, 8 April 1974
(Room 916, Chamber of Commerce Building)

1415-1445 Individual Presentation

1500-1630 The FBI and Intelligence

████████████████████
Chief, Counter-
intelligence Branch,
Intelligence
Division, FBI

25X1A

Some questions arise concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

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TUESDAY, 9 April 1974
(Room 916, Chamber of Commerce Building)
(Headquarters Building)

0845-1015 The Bureau of
 Intelligence and Research

Kenneth Kerst
Office Director
for Europe and the
Soviet Union, INR

State is the oldest government unit with foreign policy responsibilities. Although small in size, INR has a strong voice in the Community, not only on political intelligence, but on economic, scientific, environmental, social and military as well. Our speaker will elaborate on the role of INR in the Community with particular regard to relations with the Agency, at home and abroad.

1030-1200 Treasury's Role in the
 Intelligence Community

William Morell
Special Assistant
to the Secretary
of the Treasury
for National
Security

Treasury is the newest member of the United States Intelligence Board, having joined the Board just over two years ago in recognition of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role in this sphere and the kinds of information the intelligence community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

Lunch

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TUESDAY, 9 April 1974
(Headquarters Building)

25X1A

1500-1700 The Government and the Media
 (Headquarters Auditorium)



The presentation will center on the relationship between the media and the US government in general and CIA in particular. The speaker will discuss secrecy, deception and manipulation of public opinion and the First Amendment issue. He will also share his views on some of the unique problems facing an intelligence agency in a free society.

1730 Reception Class, Staff,
 (Executive Dining Room 7D42) Spouses and Guests

Midcareerists, spouses and their guests gather for an informal reception in the Executive Dining Room.

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WEDNESDAY, 10 April 1974
(Room 6E60, Headquarters Building)

0830-0900 Discussion

Class and Staff

25X1A

0915-1045 The National Security Agency


Deputy Director,
National Security
Agency

Our sister agency at Fort Meade is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.

1100-1130 Film: "The National Energy Outlook"
(Room 1 E 78)

Lunch

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WEDNESDAY, 10 April 1974
(Room 6E60 Headquarters Building)

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up to date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

1300-1430 Energy: Challenge
 of the 70's

James West
Executive
Assistant to
Steven E. Wakefield,
Federal Energy
Office

As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.

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WEDNESDAY-FRIDAY, 10-12 April 1974
(Field Trip)

Wednesday, 10 April

1500-1545 Bus to Andrews AFB
1600-1700 Flight from Andrews AFB
to Pittsburgh, Pa.
1715-1815 Bus to Pittsburgh-North Holiday Inn

Thursday, 11 April

0930-0945 [REDACTED]
1000-1600 [REDACTED]
1600-1730 Bus to Pittsburgh Airport
1745-1845 Flight from Pittsburgh
to Wright-Patterson AFB, Dayton, Ohio
1900 Bus to BOQ

25X1A

Friday, 12 April

0800-1600 Briefings at [REDACTED]
1630-1830 Flight from Wright-Patterson AFB
to Andrews AFB
1830-1930 Bus to Headquarters

25X1A

NOTE: The above Field Trip Schedule is subject to change
and will be confirmed the week before the trip.

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MONDAY, 15 April 1974
(Room 916, Chamber of Commerce Building)

0830-0850	Discussion	Class and Staff	
0900-1000	<u>Prospects for Soviet-</u> <u>American Relations</u>	1 [REDACTED] Chief, USSR-EE Division, OCI	25X1A

Detente between the US and the USSR is a cornerstone of global relations today. Our speaker will examine the current state of US-USSR relations and the practical significance of detente. He will assess the role of trade and evaluate the prospects for further arms control agreements. He will also discuss US and Soviet interests in the Middle East and other areas of the world.

1015-1115	<u>The Outlook for China</u> <u>in World Affairs</u>	Alan Romberg Officer in Charge, People's Republic of China Affairs, Department of State	
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China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze China's perception of the world and the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

1130-1230	Discussion	[REDACTED] Alan Romberg [REDACTED]	25X1A 25X1A
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The triangular relationships among the US, the USSR and the PRC are priority concerns for both the policymaker and the intelligence officer today. This informal discussion is aimed at pulling together the main threads of the previous presentations to better appreciate the elements of cooperation and conflict in these relationships.

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MONDAY, 15 April 1974
(Room 916, Chamber of Commerce Building)

Lunch

1400-1430 Individual Presentation

25X1A

1445-1630 SALT: Stabilizing
the Arms Race

Chief, CIA SALT
Support Staff

A prime question for future US-Soviet relations is whether the competitive aspects of the arms race can be brought under control. The 1972 ABM Treaty and Interim Agreement were a first step. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Community carries out its verification responsibilities covering the initial agreements, advising policy makers of possible future arms limitation options, and alerting them to possible violations.

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TUESDAY, 16 April 1974
(Room 916, Chamber of Commerce Building)

0800-0850	Discussion	Class and Staff
0900-1030	<u>Changing US Strategies and European Security</u>	Robert J. Murray Assistant to the Secretary of Defense

A reexamination of US military commitments and relationships in Europe has been prompted by both domestic and external factors, including Congress and the budget, and the impact of detente. The immediate importance is reflected in our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. The speaker will consider these matters in discussing the changing strategies and policies of the US aimed at safeguarding the security of Western Europe. He will include an assessment of the role of conventional forces and the status of the NATO alliance.

1045-1145 Individual Presentations
Lunch

1300-1400 International Drug
Trafficking: The Role
of Intelligence



25X1A

Drug abuse in the US resulted in the President naming the prevention of the illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationships of CIA with the Drug Enforcement Administration/Department of Justice and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

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TUESDAY, 16 April 1974
(Room 916, Chamber of Commerce Building)

145-1515 International Drug
 Trafficking: Overseeing
 US Countermeasures

John Warner
Chief, Inter-
national Intel-
ligence Division,
Office of Intel-
ligence, Drug
Enforcement
Administration

The Drug Enforcement Administration is the primary enforcement arm of the US Government for violations of drug import laws. A representative from DEA will discuss his Administration's mission and organization for enforcement, and discuss DEA's operations overseas, particularly how DEA interacts and coordinates activities with CIA and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

1530-1630 Questions and Answers


John Warner

25X1A

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WEDNESDAY, 17 April 1974
(Room 916, Chamber of Commerce Building)

0830-0850 Discussion Class and Staff

0900-1030 The World's Oceans

████████████████████
Analyst, OSI

25X1A

The upcoming Law of the Sea Conference and the evolution of the Soviet Union as a naval power underscore the significance of the world's oceans. Our speaker will discuss the importance of the oceans as food and mineral sources, as well as areas of geopolitical and strategic concern. He will describe oceanographic intelligence requirements, and touch upon some of the key issues involved in the Law of the Sea discussions.

1045-1145 Team Exercise

You have now had an opportunity to hear from almost 60 speakers about the Agency, the Community, and selected problems in World Affairs. At the beginning of the Course you developed a series of problems and solutions concerning Midcareerists and the Agency. We will now take a short time to break into teams again to develop those problems and proposed solutions which you now perceive after having completed most of the Course.

Lunch

1245-1315 Individual Presentation

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WEDNESDAY, 17 April 1974
(Room 916, Chamber of Commerce Building)

1500-1530 Panel Presentation

The Middle East--A Case Study

[REDACTED]
Chief, Middle East-
Africa Division,
OCI

25X1A

[REDACTED] 25X1A

[REDACTED]
Acting Deputy
Director of
Economic Research

25X1A

[REDACTED]
Deputy NIO/ME

25X1A

The complex of foreign and domestic problems that have arisen as a result of the Middle East conflict underscores the importance of that part of the world for the US. This has been reflected in the range of requirements imposed upon many resources of the Community. A panel of representatives from several components involved will assess the principal issues and problems, and define the major areas of responsibility for the intelligence collector and analyst today and in the future.

1700



An Evening with the
Deputy Director for
Science and Technology

Carl Duckett
Deputy Director
for Science and
Technology

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THURSDAY, 18 April 1974
(Room 916, Chamber of Commerce Building)

0850-0900	Discussion	Class and Staff	
0915-1115	Panel Presentation <u>Terrorism: A New Dimension in World Affairs</u>	 Deputy Chief, International Terrorism Group	25X1A
		 Deputy Chief, Behavioral Activities Branch, OTS	25X1A
		G. Marvin Gentile Deputy Assistant Secretary for Security, Department of State	

A panel composed of government officials will analyze the phenomenon of international terrorism from several perspectives. The Deputy Chief of CIA's International Terrorism Group will describe the role of the Agency in countering terrorist activities. An Agency officer who is a behavioral scientist will present the "typical profile of a terrorist," based on an in-depth psychological study. A senior Department of State officer will describe the department's efforts to neutralize terrorist acts directed at US personnel and property abroad.

1130-1200 Individual Presentation
Lunch

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THURSDAY, 18 April 1974
(Room 916, Chamber of Commerce Building)

1500-1500

World Population Problems

Philander Claxton
Special Assistant
to the Secretary
of State for
Population Matters

This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.

1515-1630

Phase III Evaluations

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FRIDAY, 19 April 1974
(Room IA07, Headquarters Building)

0800-1000 Discussion

1015-1145 Where Are We Headed?

25X1A

Although CIA's activities are directed at foreign targets, domestic issues impinge on the Agency. A leading political scientist and former intelligence officer will share his insights into how recent developments may affect the domestic political scene.

Lunch

1300-1415 Overall Evaluations

1430 Informal Remarks

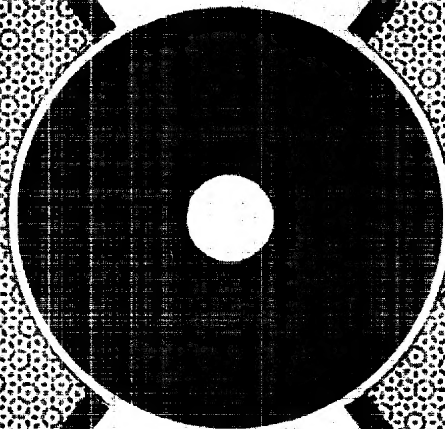
Lieutenant General Vernon A. Walters
Deputy Director of Central Intelligence

Award of Certificates

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